



**Virginia Social
Services System**

**Strategic Plan,
Structure, Process,
Roles &
Responsibilities**

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1. [Plan Maintenance Structure](#)

Once any plan has been developed the next step in the process is to oversee the execution, monitoring and maintenance of the plan. To allow these functions to occur a structure must be established. In figure 1 below you will see the proposed structure for the Virginia Social Service System. You will note four main functions, the Steering Committee, Goal Champions (a subset of the Steering Committee), Goal Committee and the Planning Unit/Function. As you can see from this diagram the Planning Unit/Function will supply the majority of support to both the Steering Committee and the Goal Committee. The Steering Committee will be the owner and have oversight for all aspects of planning. The Goal Committee will be responsible for a specific component of the plan and will monitor and report on progress. The establishment of a Goal Committee is optional and will be at the discretion of the Goal Champion.

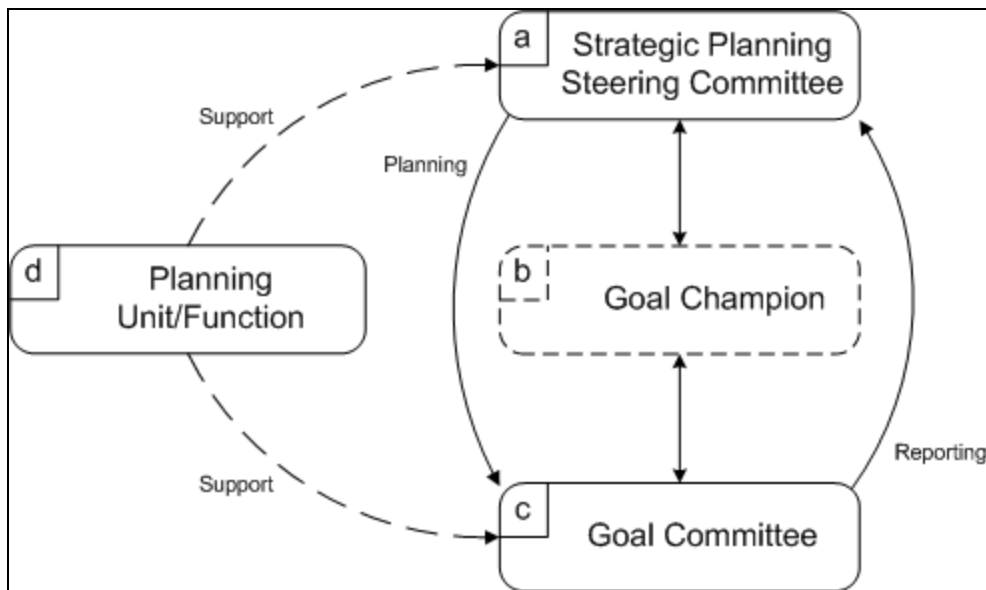


Figure 1

2. ROLES AND RESPONSIBILITIES

2.1 Strategic Planning Steering Committee

This committee owns and oversees the execution, monitoring and maintenance of the strategic plan and supporting processes. Committee membership will include: a Chair, Co-Vice Chairs, Goal Champions, Partners and Stakeholder Representatives. A detailed breakdown of the membership can be found in the Strategic Planning Steering Committees charter.

Responsibilities include:

- Attend periodic meetings
- Vote on pertinent issues
- Participate in the maintenance of the plan.
- Serve as a promoter and communicator of the plan.
- Execution of other duties as identified in the steering committee's charter.

Listed below are responsibilities specific to each position on the Strategic Planning Steering Committee.

Steering Committee Chair:

- Serve as the head of the Strategic Planning Steering Committee
- Chief promoter of the VSSS Strategic Plan
- Empower others in the structure to have access to information and resources to successfully execute the plan.

Steering Committee Co-Vice Chair:

- Coordinate and manage information provided by the Goal Champions.
- Support the Chair in the execution of their duties.
- Brief the Steering Committee Chair required.

Goal Champions:

- Assume responsibility for monitoring and tracking of progress on an assigned goal using the plan's published measures
- Provide progress reports at the Strategic Planning Steering Committee meetings
- Schedule and attend monthly Goal Committee meetings

Member Representatives:

- Serve as the voice for the partners/stakeholders within the system
- Participate in the monitoring and tracking of progress for the plan
- Provide input and advice to the committee from their relevant prospective

2.2 [Goal Committee](#)

The Goal Committee has responsibility for gathering and reporting data associated with a specific goal, its objectives and measures (see figure 1,c). The Goal Committee membership will include a designated Goal Champion and any individuals necessary to allow the committee to adequately perform its role.

Goal Committee responsibilities are to:

- Attend periodic meetings
- Participate in the maintenance of the plan by identifying proposed changes and making recommendations
- Gather measurement data
- Establish measurement baselines
- Identify measurement owners as required
- Serve as a promoter and communicator of the plan

Listed below are responsibilities specific to Goal Champion relative to the Goal Committee.

- Serve as liaisons between the Strategic Planning Steering Committee and their assigned Goal Committee
- Ensure Goal Committees have available resources for their assigned responsibilities
- Chair the Goal Committee

2.3 [Planning Unit/Function](#)

The planning unit or planning function will support the Strategic Planning Steering Committee, Goal Champions, Goal Committees and any other entity within the organization. This unit/function will be established on an assistive model, it is where any member of the organization can turn for expert advice and support in all areas of planning and performance measurement.

Areas of responsibility include:

- Support of the Strategic Planning Steering Committee in all aspects of their role.
- Support of all entities within the system in respect to planning and performance measurement activities.
- Marketing and marketing plan.
- Development and implementation of standards and templates for all levels of organizational planning and performance measurement.
- Establishment of a web site to be used as a tool for planning and performance measurement that includes tools, templates, reference documents and established performance indicators displaying current status.
- Establish an IT solution to support the gathering, storage and reporting of performance data.
- Continuous organizational education and learning in the subject of planning and performance management.
- Establish a library where all planning and measurement related documents would reside.
- Receive on-going training and knowledge transfer to ensure core competences in all aspects of planning and performance management.
- Monitor external requirements of the System such as that of the Council on Virginias Future and the Department of Planning and Budget.

3. DATA GATHERING AND REPORTING

3.1 Data Gathering Process

- Data Gathering (1) The assigned goal committee members will gather the required data and a pre-determined schedule and present it for review to the goal committee.
- Data Review (2,3,4) The goal committee will review the data and approve or reject it for publication. If the data is rejected it is returned to the data gatherer to be resubmitted once it has been validated and/or amended.
- Progress Reports (5) Once the data has been approved it will be released for use in creating progress reports.

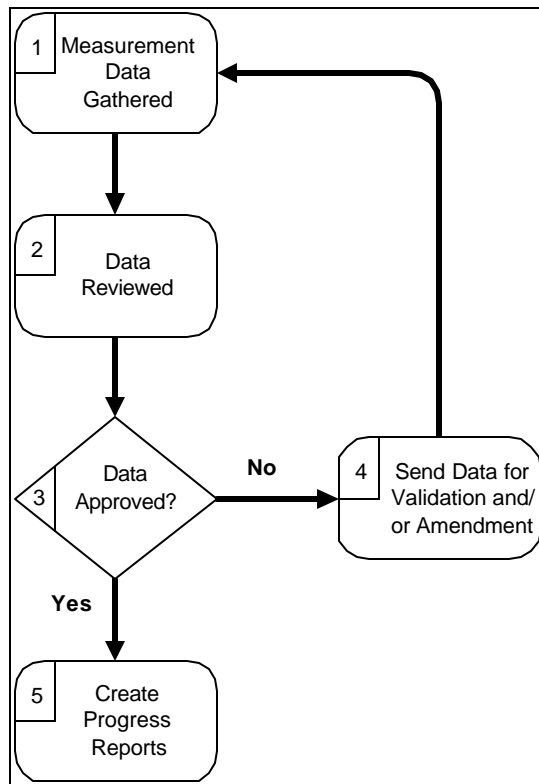


Figure 2

3.2 [Progress Reporting](#)

The reporting of progress is a vitally important process within strategic planning. It will ensure members of the organization are reviewing performance data on a regular basis. The reports also will assist the organization to focus on strategic proactive activities as opposed to daily reactive issues. This will provide a vehicle for the organization to demonstrate and communicate progress being achieved both internally and externally.

Following is the process and structure to be used by the VSSS Strategic Planning Goal Champions and Goal committees for progress reporting:

- A progress report will be produced on a quarterly basis. The information in the report will be supplied by the Goal champions, collated by the planning unit and presented to the VSSS Strategic Planning Committee for review and approval.
- The progress report will contain five areas of focus:
 1. An executive summary.
 2. A review of the goal performance indicators.
 3. A report on progress against goal plan.
 4. A discussion of any current or anticipated challenges or impediments to the progress of the goal.
 5. A review of next steps.
- The process for the gathering of data and the creation of the Quarterly Progress report is as follows:
 1. Goal Champion Progress Report.

Each goal champion will complete the VSSS Goal Champion Progress Report and submit it for incorporation into the Quarterly Progress Report. The Goal Champion Progress reports will be due two weeks prior to the Strategic Planning Steering Committee meeting when the Quarterly Report is due.
 2. Quarterly Progress Report Creation.

The Quarterly Progress Report will be created by summarizing the information from the Goal Champion Progress Reports. The report will be distributed to the membership of the Strategic Planning Steering Committee for review one week prior to Strategic Planning Steering Committee meeting when the Quarterly Progress Report is due.
 3. Quarterly Progress Report Approval.

Approval of the Quarterly Progress Report will be requested of the Strategic Planning Steering Committee at a regular committee meeting once the committee has had time to review the report.

4. Quarterly Progress Report Publication.

The Quarterly Progress Report will be published on the Strategic Planning Steering Committee's web page once approved by the committee.

An example of the reporting template can be found in appendix A of this document and also in the "Tools and Documents" area of the strategic planning web site.

4. [Plan Maintenance Process](#)

Document Change (1)	In this step a potential change to the strategic plan will have been identified and documented.
Goal Identified (2)	If no goal is readably identifiable for this change then the change will be passed to the Steering Committee for review. If a goal is identified then the change will be passed to the appropriate Goal Committee for review.
Change Review (3,4)	The change will be reviewed by the Goal Committee and if approved will be passed to the Steering Committee but if rejected will be returned to the originator.
Change Review (5,6)	The change will be reviewed by the Steering Committee and if approved will continue to process steps 7 & 8. If rejected it will be returned to the originator.
Plan Changes (7)	Once the change has been approved the changes will be made to the plan, the plan published and the change communicated to the organization.
Measures (8)	If required, new measures will be identified, implemented and assign to the appropriate Goal Champion and Goal Committee.

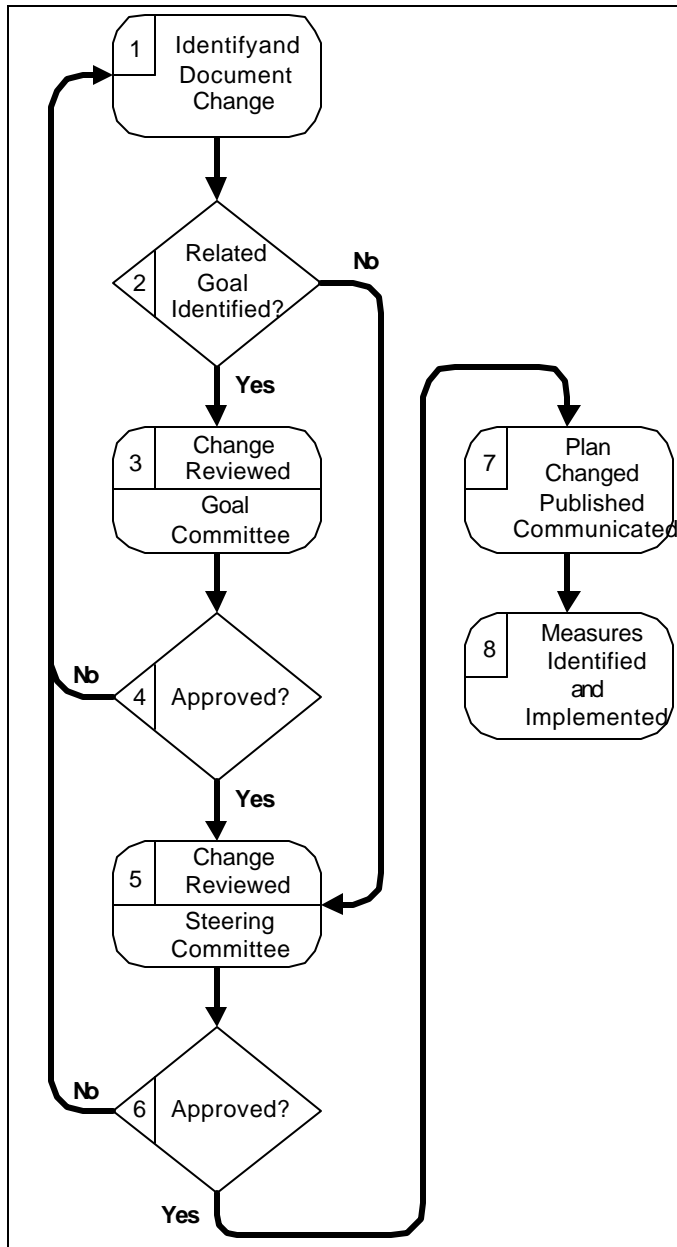


Figure 3

[Appendices](#)

Appendix A.



Virginia Social Services System Strategic Planning Steering Committee

Goal Champion Progress Report

Goal: *(enter Goal # and narrative (i.e. “6, Optimize and maximize resources”))*

Date:

Section 1: Performance Indicator Review

Supply the current status of the performance indicator(s) organized by objective. Refresh the audiences in respect to the objective. Explain what is being deduced from the information displayed by the performance indicator and what actions (if any) are necessary.

Section 2: Progress Against Plan

This section of the progress report should document in bullet form, progress made since the last report.

Example:

1. *Work group formed.*
2. *Survey questions developed.*
3. *Pilot survey distributed.*

Section 3: Current or Anticipated Challenges or Impediments

Explain any current or anticipated challenges or impediments to progress of the goal. Detail what actions are being taken to resolve these and any additional support that is perceived required in making progress.

Section 4: Next Steps

This section of the progress report should document in bullet form the next steps.

Example:

1. *Pilot surveys will be returned.*
2. *Survey data will be collated and analyzed.*
3. *Publish survey results.*
4. *Update goal plan using information gathered in the survey.*

Document Information

Document Owner: Strategic Planning Steering Committee
Virginia Social Services System
7 N. Eighth Street
Richmond VA 23219

Margaret Schultze
(804) 726 7012
Margaret.schultze@dss.virginia.gov

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1	Initial Draft.	9/16/03
2	Changes from the 9-16-03 Steering Committee meeting.	10/19/03
3	Changes made at Steering Committee meeting, document approved.	11/12/03
4	Update to owner information.	2/26/04
5	Addition of the section 3.2 Progress Reporting and update of owner information.	12/21/04
6	Changes made to update progress reporting to quarterly, see section 3.2	2/23/06